



## Change Management

“A systematic approach for planning and executing strategic activities that will support the successful establishment of Expeditionary Logistics for the 21<sup>st</sup> Century (eLog21)”

### **FACT SHEET**

#### ***What is Change Management?***

Change Management provides a structured approach for making changes in a planned and systematic fashion to effectively implement new methods and processes in an ongoing organization. The goal is to prepare stakeholders for the transformation, ensure that they are knowledgeable to face change in a dynamic work environment, and ultimately ready to embrace the change.

Change Management is essential to effectively addressing workforce concerns that arise in any transformation effort. Change Management helps to foster organizational acceptance, enthusiasm, and cooperation, despite the uncertainty that any transformation holds. Research has shown that 70% of all transformation initiatives fail because the people-related aspects are poorly addressed or altogether neglected. Inadequate communications and a lack of stakeholder comprehension often lead to increased risk, poor performance, and increased time to transition, resulting in wasted time and dollars.

#### ***Why did AF/ILI launch the eLog21 Change Management effort?***

Senior AF/IL leadership identified the risks of transforming logistics policies, processes, and technologies to better support the warfighter.

- Leadership's concern was that failure to address the issues around transformation could result in:
- Decreased productivity — pre-and post transformational implementation;
- Loss of key talent across the logistics arena;
- Inability to successfully implement eLog21 solutions as envisioned;
- Program delays and budget overruns;
- Failure to realize the anticipated benefits of the eLog21 program; and
- Strained relationships among stakeholders.

#### ***What is the Change Management mission and how will AF eLog21 accomplish this mission?***

The Change Management mission is to reduce risk, thereby increasing the probability of successful implementation of the eLog21 program to transform logistics across the Air Force. This mission will be accomplished by promoting broad organizational acceptance of the transformation and preparing and equipping the logistics workforce to operate effectively in the new environment.

#### ***What is the eLog21 Change Management approach?***

The eLog21 Change Management approach mitigates risk and aligns the Air Force across logistics to successfully implement the transformation. An effective Change Management approach is key to program success. This belief is derived from a set of underlying principles, which guide this approach and are critical to successful implementation.

#### ***Underlying Principles:***

- Focus entirely on successful implementation of the eLog21, and each of its initiatives;
- Begin preparing for implementation on day one of the initiative — waiting to address implementation at deployment is too late;
- Build agreements that lead to action among those who can affect implementation success;
- Prepare and equip each affected stakeholder group to implement the new business solution;
- Monitor the change progress over the course of the program; and
- Leave the Air Force better enabled to face transformational change in the future through effective knowledge transfer.

## What are the Change Management objectives and how will they be achieved?

The objectives of Change Management are to:

- Achieve a higher probability of program success;
- Ensure that leadership is accountable, aligned, and out-front leading;
- Equip the right people with the right skills who are ready to perform at implementation;
- Ensure the workforce understands and accepts the need for change;
- Continually identify and address key barriers to change;
- Enable the workforce to feel confident and assured of the future; and
- Create a unified organization, not just a unified platform.

These objective are achieved by implementing the eLog21 Change Management approach, which provides support in five main areas:



**Assessing and monitoring risk:** identifying and mitigating organizational risks that threaten successful implementation;

**Mobilizing and aligning leaders:** building a guiding coalition of Air Force leaders at all levels to drive eLog21 logistics transformation efforts;

**Communicating with and engaging stakeholders:** generating understanding and agreement amongst logistics workforce and selected external stakeholders to take collective

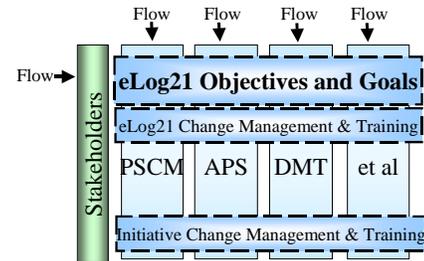
action in support of eLog21;

**Preparing and equipping the workforce:** applying a strong analytical focus to workforce impacts, job design, training requirements, and other HR issues; and

**Addressing organizational implications:** using measurement tools to monitor progress and adjust Change Management activities to meet evolving program needs.

## How will Change Management be implemented for eLog21?

The Air Force logistics transformation will be planned and executed as the eLog21 campaign, and will be carried out through a number of initiatives. The change management team is partnering with leaders in the AF/ILI Director's Office to build a core set of eLog21 change management techniques and tools. These change management techniques and tools will be shared with initiative leaders so that each can tailor and deploy at the initiative-level.



## What is the timeline for implementing Change Management?

Change Management is an on-going process that crosses all logistics initiatives. The Change Management initiative itself began in August 2003. Managing transformation and helping the workforce adjust to change will be a constant throughout the logistics transformation.

## How can I learn more about Change Management?

For more information, we invite you to visit our website at <https://www.my.af.mil/>

AF Home > AF Transformation Initiatives > eLog21

## Change Management

*"A systematic approach for planning and executing strategic activities that will support the successful establishment of Expeditionary Logistics for the 21<sup>st</sup> Century (eLog21)"*